EVACUATION ROUTE

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MIAMI-DADE COUNTY

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2011 – 2012 MIAMI-DADE COUNTY EMERGENCY PREPAREDNESS REPORT

Prepared by

MIAMI-DADE FIRE RESCUE

Office of Emergency Management

TABLE OF CONTENTS

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EXECUTIVE SUMMARY

This report fulfills the requirement of Chapter 8B-7, § 5, of the Miami-Dade County Code of Ordinances stipulating that the Manager or designee shall present, in writing, an annual emergency preparedness report to the Board of County Commissioners and the Mayor. It is further pursuant to the Citizens' Bill of Rights, Section 10 of the Miami-Dade County Home Rule Charter and F.S. 252. The time period covered in the document is from October 1st, 2011 through September 30th, 2012.

This report outlines the County's current level of preparedness and how that level is maintained and improved upon through planning, training, exercise, and mutual aid. It is inclusive of those programs managed by the County's public safety agencies that strive to secure the general safety and well-being of all segments of the County's population. Without defining protected or sensitive information it provides insight into the County's Homeland Security capabilities and sustainability.

The following is a summary of the major components of this report:

- Public safety programs and campaigns designed to maintain or enhance the general public safety-centric aspects requisite for any large, metropolitan area. These programs serve to support the effectiveness of local law enforcement, fire rescue, corrections and emergency management agencies.

- Preparedness, through a standard cycle, assesses the risks, analyzes the consequences and identifies the County's disaster response and recovery capabilities. Preparedness is maintained and enhanced through plan development, training and exercise.

- Public education advances general community safety and preparedness. This measure is supported through a variety of avenues; such as attendance at community events, broadcast and print media and social media programs.

- Homeland Security competency is supported by a capabilities-based approach to planning, allocating resources, and assessing levels of preparedness. Specialized training and exercise support this preparedness initiative.

- Response and Recovery are programs that facilitate the phases of emergency management; including partner, stakeholder and professional public safety resources.

- Mutual Aid Agreements that include County, State and National resources.

Miami-Dade Corrections and Rehabilitation

Mission Statement
We, the Miami-Dade County Corrections and Rehabilitation Department serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community.

Accreditation: American Correctional Association

Miami-Dade Emergency Management

Mission Statement
To support our community's disaster preparedness, response, recovery, and mitigation needs through the coordination of information and resources.

Accreditation: Emergency Management Accreditation Program

Miami-Dade Fire Rescue

Mission Statement
We protect people, property and the environment by providing responsive professional and humanitarian fire rescue services essential to public health, safety and well-being.

Accreditation: Commission on Fire Accreditation International

Miami-Dade Police

Mission Statement
Will commit its resources in partnership with the community to:
● Promote a safe and secure environment, free from crime and the fear of crime.
● Maintain order and provide for the safe and expeditious flow of traffic.
● Practice our core values of integrity, respect, service, and fairness.

Accreditation: Commission on Accreditation for Law Enforcement Agencies

THE EMERGENCY OPERATIONS CENTER (EOC)
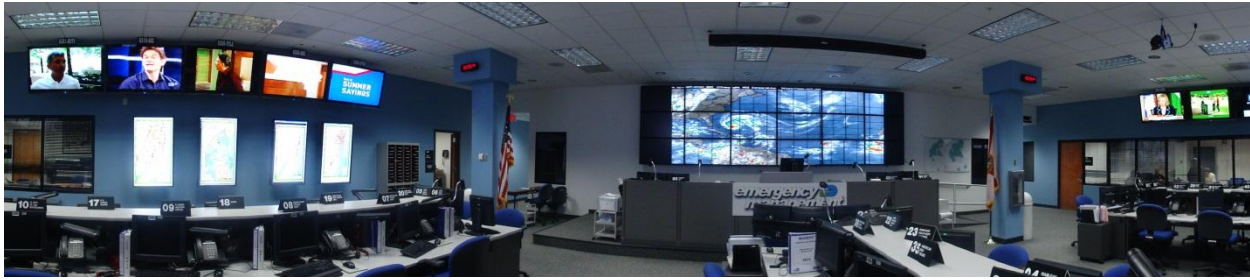
The Emergency Operations Center (EOC) is a state-of-the-art central command and control facility ensuring appropriate preparedness activities prior to a disaster. It further serves as the nucleus for timely and effective disaster response and recovery efforts as well as the communal hub for the planning and potential response precipitated by large-scale scheduled events, such as the Super Bowl.

Housed in and managed by Miami-Dade Emergency Management (MDEM), the EOC is activated in three levels; Level 3: monitoring and assessment is the EOC's steady-state level with a 24/7 Duty Officer Program assuring timely notifications and appropriate actions for any event/incident impacting the County. Level 2, or partial activation includes coordination with external agencies for a localized incident while Level 1; full-scale activation incorporates all Emergency Support Function (ESF) lead/support agencies and is expected to last for an extended period. **Figure 1** shows the number of EOC activations since 1992, as well as the incident type that warranted the activation.

The EOC operates under the principles of the Incident Command System with an Incident Commander, his/her General and Command staff, and four Section Chiefs. The table of organization (TO) continues with branches, units and groups. Please refer to **Appendix D** to view the EOC TO. Miami-Dade County adopted NIMS as its standard incident management tool on March 9, 2006.

Figure 1: EOC Activations
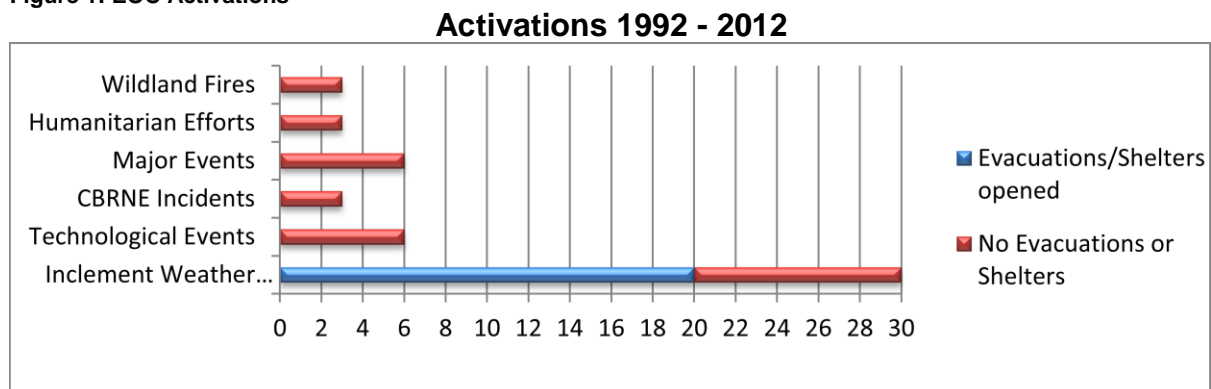
THE SOUTHEAST FLORIDA FUSION CENTER

The Intelligence Reform and Terrorism Prevention Act of 2004 unified the Nation's efforts to share information and exchange intelligence. The Act provided guidance to agencies at federal, state and local levels in regards to the gathering, processing, analysis, and dissemination of terrorism, law enforcement, and homeland security information. In addition, it facilitated the establishment of a single fusion center in each state. The Florida Fusion Center, also known as FFC is located in Tallahassee, Florida and serves as Florida's primary fusion center for these activities.

Regional fusion centers were also developed. Although the focus of these regional centers may vary slightly from the FFC, the flow of information between these centers is coordinated and serves the needs of all Floridians. The Miami-Dade Police Department Homeland Security Bureau (HSB) operates as a regional fusion center known as the Southeast Florida Fusion Center (SEFFC). This SEFFC is one of only 72 federally recognized regional fusion centers which gathers, mines and fuses data to support its fight against crime within the region and assists the FBI in identifying and preventing terrorist attacks.

Data and information is derived from multiple sources, including the intelligence community, the federal government, other state and municipal agencies, private partners, suspicious activity reporting, social media and open sources. Fusion centers also respond to requests for analysis from law enforcement agencies in the field, primarily investigators seeking to spot trends in areas like drug crime, gang activity, or theft.

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

The Comprehensive Emergency Management Plan (CEMP) deals with day-to-day disruptions as well as managing preparation for, response to, and recovery from, major disasters. It is the directing operations document for Miami-Dade County and, as such, provides the framework by which the County manages emergencies and disasters. The CEMP aids all levels of government and the response community to mobilize in a unified and organized manner; better safeguarding the County's residents, businesses and visitors.

The CEMP consists of three volumes; Volume 1 contains the Basic Plan, Volume II contains the Standard Operating Procedures for the Emergency Support Functions, and Volume III contains the annexes that provide the specific direction and control for more specialized or complex events.

The Basic Plan identifies those hazards that have the potential to impact Miami-Dade County and provides an analysis of those risks. It defines the responsibilities of local government, state and federal agencies and volunteers. This component of the CEMP provides for the direction and control and financial management of an event and addresses recovery and restoration issues.

Volume II contains the Emergency Support Functions (ESF) structure that serves as a guidance tool to direct a response at the operational level. Categorized into the main response activities following a disaster, this is the mechanism used to organize and provide assistance with the activities most frequently employed before and after a disaster. **Figure 2** (page 10) shows the ESFs, the respective lead agencies and the work processes assigned to each.

Volume III contains the hazard–specific annexes. These are plans for complex events that may require unique strategies and that may be implemented independently or in conjunction with other plans. These hazards carry unique and complex issues and create an enormous demand for effective communication and coordination. They may carry logistical burdens in regards to securing and allocation of resources and the initial financial output may be significant.

Each responding agency has its own set of standard operating procedures, guides or comparable documents that direct day-to-day operations as well as emergency procedures. During times of disaster these complement and do not circumvent the CEMP.

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Delivering Excellence Every Day

Figure 2: Emergency Support Functions

Response and Recovery Work Processes

ESF Number	ESF Category	Lead Agency	Processes
ESF 1	Transportation	Miami-Dade Transit	Facilitate the emergency transportation requirements; including personnel and equipment movement to the transportation of evacuees to shelters
ESF 2	Communications	Miami-Dade Information Technology Department	Coordinate communication equipment and services for field operations, including radios for Points of Distribution Managers to first responders
ESF 3	Public Work & Engineering	Miami-Dade Public Works & Waste Management Department	Coordinate public works and engineering services; including debris removal to road and bridge repair
ESF 4	Firefighting	Miami-Dade Fire Rescue Department	Coordinate fire protection and suppression
ESF 5	Planning	Miami-Dade Emergency Management	Collect, analyze, evaluate, and disseminate information
ESF 6	Mass Care	American Red Cross	Provide for basic human needs; including shelter operations, feeding and hydration
ESF 7	Resource Support	Internal Services Department	Provide logistical support to the operations of agencies and personnel
ESF 8	Health & Medical	Miami-Dade Public Health Department	Mobilize and manage health and medical services; including nursing personnel for the Special Needs Shelters
ESF 9	Urban Search & Rescue	Miami-Dade Fire Rescue Department	Coordinates search and rescue operations
ESF 10	Hazardous Materials	Miami-Dade Regulatory and Economic Resources Department Miami-Dade Fire Rescue Department	Coordinates the clean-up of all hazardous material spills
ESF 11	Food & Water	Miami-Dade Emergency Management	Responsible for providing immediate food and water to impacted communities
ESF 12	Energy	Miami-Dade Emergency Management	Coordinates all efforts to ensure the uninterrupted supply and delivery of energy resources
ESF 13	Military Support	Florida National Guard	Facilitates the use of the military resources of the Florida National Guard
ESF 14	Public Information	Miami-Dade Emergency Management/Mayor's Office	Disseminate emergency information and serve as a point of contact for the media
ESF 15	Volunteers & Donations	United Way of Miami	Facilitates the receipt of unsolicited goods and coordinates the use of spontaneous volunteers
ESF 16	Law Enforcement	Miami-Dade Police Department	Coordinates law enforcement and security support; including shelters. PODs, and reentry points
ESF 17	Animal Protection	Miami-Dade Animal Services Department	Provides for safety, prevention or reduction of animal suffering & assuming the care of animals; including reunification and adoption or surrender pets
ESF 18	Business & Industry	Miami-Dade Emergency Management	Addresses the recovery needs of the business community

PREPAREDNESS

The Preparedness Cycle, see **Figure 3**, is constant and twofold. First it must continually assess the risks, analyze the consequences and identify the County's capabilities. Shortcomings or gaps are closed through training of personnel in response activities and equipment. Exercising promotes the skill levels of responders as well as enhancing their knowledge base. Issues detected during exercises are acknowledged during the After Action Reporting (AAR) process; which subsequently leads to the development of an Improvement Report. The Cycle repeats with the introduction of new staff, equipment and technology, changing environments and emerging threats.

The second component of the preparedness program is to enhance the County's residents, business owners and employees, students, and visitors ability to prepare for and recover from a disaster. The development of printed materials, presentations, websites, social media programs, and events tailored to targeted audience groups and the general public supports this effort.

Level of Preparedness

To be in the best position to deal with any natural or man-made emergency, including acts of terrorism, Miami-Dade County works within the concept of the Federal Planning Structure. Planning is a fundamental element of preparedness; it allows the County to pre-determine the appropriate response actions, policies and processes in advance of an event facilitating a more effective and timely response.

The Federal Planning Structure further supports the National Response Framework. This support is presented through the National Preparedness Guidelines that provides the National Planning Scenarios and lists the core capabilities. The capabilities provide the guidance and outline the steps a community should strive for to accomplish a mission and achieve desired outcomes by performing critical tasks, under specified conditions, to target levels of performance. Capabilities are delivered by appropriate combinations of properly planned, organized, equipped, trained, and exercised personnel.

The Department of Homeland Security's (DHS) Target Capabilities List (TCL) has evolved into the Core Capabilities found in the National Preparedness Goal; which works in support of the National Response Framework. The Core Capabilities are essential for the execution of each of the five mission areas: Prevention, Protection,

Mitigation, Response, and Recovery (**see Figure 4**). To assess both the capacity and the gaps, each capability includes targets for which measures will be developed. The core capabilities and capability targets are not exclusive to any single level of government or organization, but rather require the combined efforts of the whole community.

Figure 4: Core Capabilities

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identity Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Mgmt. Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

HOMELAND SECURITY STRATEGIES/INITIATIVES

This section highlights the work of local agencies engaged in homeland security. It further introduces federal and state agencies/programs that either work in concert with or guide the local initiatives.

Southeast Regional Domestic Security Task Force (SERDSTF)

The SERDSTF is committed to promoting public safety and strengthening domestic security by providing services and resources. Task force members include first responders from the disciplines of law enforcement, fire/rescue, emergency management, public health and hospitals. The task force also works in partnership with schools, businesses and private industries. By utilizing a multi-discipline approach, the SERDSTF provides support to communities impacted by a disaster by serving as a force multiplier for local agencies, and working in conjunction with emergency management professionals.
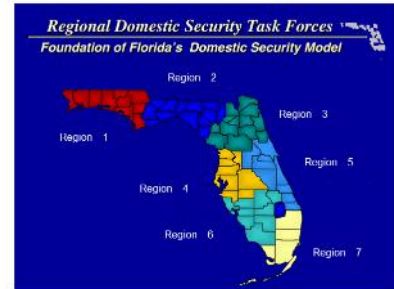
MDPD, Homeland Security Bureau

The Miami-Dade Police Department's (MDPD) Homeland Security Bureau (HSB) is tasked with gathering, analyzing, disseminating and maintaining criminal intelligence and supporting homeland security initiatives. The Intelligence Operations Center (IOC), Infrastructure Protection Section and Intelligence Section are the three operation centers of this Bureau. It is through these sections that the HSB develops information-sharing policies and collaborative programs. These policies and programs are designed to aid in the effective dissemination of intelligence information across a multi-jurisdictional and multi-discipline environment. The HSB conducts security, vulnerability and threat assessments, identifies the defensive needs of critical infrastructures and coordinates RDSTF efforts for Region 7 (Palm Beach, Broward, Miami-Dade and Monroe Counties).

During this review period HSB detached two uniformed positions to MDEM. Their steady-state duties include constant communication with the MDPD Intelligence Operations Center, monitoring and providing data in the Regional Virtual Fusion Center, and monitoring the other protected homeland security systems including, but not limited to, Homeland Security Information Network (HSIN), Law Enforcement Online (LEO), ThreatCom, and FBI Bulletin. Both are members of the SERDSTF. Miami-Dade County's Threat Level may be raised independent of the national level contingent upon recommendations from the MDPD HSB and at the discretion of the Mayor.

MDFR/MDEM - Terrorism Response Bureau

Miami-Dade Fire Rescue maintains a Terrorism Response Bureau within MDEM that develops weekly Threat and Analysis Reports with information focusing on issues related to its first responders. The information provided covers a focused set of topics including:

• Terrorism Trends and Targeting
• Safety

• Situational Awareness
• Special Events

The report highlights significant events on the regional, state, national, and international fronts. It further alerts MDFR sworn personnel to recent or emerging threats; such as new developments in improvised explosive devices (IED). Additional information includes upcoming training/exercises as well upcoming anniversaries of previous attacks, worldwide.

Terrorism Liaison Officer (TLO)

Coordinated by MDFR, the TLO program provides specialized training to all governmental agencies and appropriate private enterprise within Region 7. Individuals completing this training which focuses on situational awareness, information analysis and dissemination, threat vulnerabilities, and domestic/international terrorism threats, which provides the Region a greater workforce that is aware and alert to the indicators of terrorist activity.

The TLOs are a part of a statewide network of personnel and resources linked to federal and state assets to provide an effective and viable flow of information. This year a total of five (5) TLO classes were conducted with a total attendance of 152. This brings a total number of 402 Terrorism Liaison Officers serving Region 7.

Department of Homeland Security (DHS) - BioWatch

BioWatch is a DHS program falling under the management oversight of its Science and Technology Directorate. This program was implemented in 2001 following the anthrax attacks. It is designed to reduce the detection time of potential outbreaks compared to traditional surveillance. It further allows for the early identification of bioterrorism-related and naturally occurring outbreaks in the County prior to specific medical diagnoses through a comprehensive protocol for monitoring, collection, and laboratory analysis.

The Miami-Dade County Health Department (MDCHD) manages the program locally; using four different data sources to detect any potential communicable disease outbreak or bioterrorist event.   A syndromic surveillance uses individual and population health indicators that are available prior to laboratory confirmation.   It involves the implementation of technology and collaborative business practices in order to link data for analysis and intervention. The MDCHD pioneered the use of 911 call data and school absenteeism to support the early detection of a potential outbreak.

Cities Readiness Initiative (CRI)

Managed by the Center for Disease Control and Prevention (CDC) the CRI works concurrent with the Strategic National Stockpile (SNS); a national repository of medicine and medical supplies. Multiple repositories are staged throughout the Country and each maintains ready-to-deploy Push Packages; caches of pharmaceuticals, antidotes, and medical supplies. Push Packages can be delivered to pre-designated sites within 12 hours of the federal decision to deploy SNS assets. In the event that local resources are overwhelmed due to any one event, the MDCHD will request the SNS assets.

Homeland Security Exercise and Evaluation Program (HSEEP)

The DHS, Federal Emergency Management Agency (FEMA), National Preparedness Directorate manages this program that constitutes a national standard for exercises. All exercises funded by the Homeland Security Grant Program (HSGP) must follow its capabilities and performance-based program. This program provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. The MDEM facilitated or hosted five HSEEP compliant exercises this reporting period.

National Exercise Program (NEP)

The National Exercise Program supports organizations by providing the framework for prioritizing and coordinating exercise activities. The guidelines provide for the objective assessment of agency capabilities. This allows for strengths and areas for improvement to be identified, corrected, and shared as appropriate prior to a real incident. Miami-Dade County conducts exercises in full compliance with this program.

SEE Something, SAY Something

This campaign is designed to raise public awareness of indicators of terrorism and violent crime, and to emphasize the importance of reporting suspicious activity to the proper state and local law enforcement authorities. Miami-Dade County Police Department adopted this campaign in July 2010, shortly after its inception. The campaign was launched in conjunction with the rollout of the Nationwide Suspicious Activity Reporting Initiative (NSI).

Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI)

The NSI is an administration-wide effort to develop, evaluate, and implement common processes and policies for gathering, documenting, processing, analyzing, and sharing information about terrorism-related suspicious activities. Led by the Department of Justice (DoJ), the NSI works partnership with state and local officials across the nation. NSI provides law enforcement a tool to develop composites of seemingly insignificant events into indicators of terrorist or criminal activity.

PREPAREDNESS STRATEGIES/INITIATIVES

The strategies/initiatives highlighted in this section serve to promote public awareness and engagement in both disaster preparedness and general safety and welfare. It features programs that enhance the knowledge and skills of the County's professional public safety personnel.

Training

Training is an essential tool for preparing all response agencies involved in an event to be successful. MDEM continues to support NIMS compliancy and County staff development by offering the requisite ICS courses and the classes included in FEMA's Professional Development and Advanced Professional Series. Other coursework MDEM hosts or facilitates is the specialized training for all positions utilized in FEMA's All Hazards Incident Management Team. Trainings are also developed and offered to the general public to prepare them to assist during inclement weather and other hazards. These include the Skywarn® and Ham Radio Operators coursework.

The trainings recorded in **Figure 5** are a sampling of the coursework designed to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate against the effects of incidents. **Figure 6** (next page) shows trainings specific to first responders in radiological incidents.

Figure 5: Trainings

Course Name w/Description	# of Courses	Student Numbers
Web EOC Orientation: This is a 1.5-hour classroom orientation on the web-based communication and documentation tool's capabilities where instruction is provided on login, the Control Panel functions, information display, input and updating, resource request and EOC Representative role and resources.	6	68
Points of Distribution (POD) Training: This training provides orientation on planning, operations and demobilization stages of a POD mission. The training details the staffing and procedures that will be needed to plan for, execute and shut down POD operations. The training also includes modules on safety, equipment and resource accountability.	Online course	38
MGT-347 ICS Forms Review Training: This is a detailed introduction to the ICS forms used in the development of an Incident Action Plan (IAP). Emergency response supervisors and mid-upper-level managers examine the primary, supporting, and utility forms used in an IAP, and review the planning process and instruction for completing the ICS forms.	1	28

Community Emergency Response Team (CERT) Training: This course trains students about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.	5	82
DAE Coordination Call Center Operations: This training provides orientation on planning, operations and demobilization stages of a Call Center operations mission. The training details the staffing and procedures that will be needed to plan for, execute and terminate Call Center operations. The training also includes modules on safety, equipment and resource accountability.	4	93
DAE Hurricane Evacuation Center/Emergency Shelter Management: During this training, attendees are provided their roles and responsibilities; such as providing assistance to the shelter manager in tasks associated with mass care management. This includes registration, feeding, distribution of shelter supplies, and providing guidance to evacuees.	4	55
MGT-315: Enhanced Threat Risk Assessment: This course provides skills to develop an action plan to reduce or mitigate identified vulnerabilities of critical infrastructure, facilities, systems, and special events sites.	1	25

Radiological Emergency Preparedness (REP):

Specialized training for the REP Program with coursework including both classroom and hands-on training best assures the first responders appropriately identify the hazard and secure their safety. Classes include appropriate use of personal protective equipment (PPE), fundamentals of radiation, biological effects of radiation, radiation protection strategies and a plan overview.

Figure 6: REP Trainings

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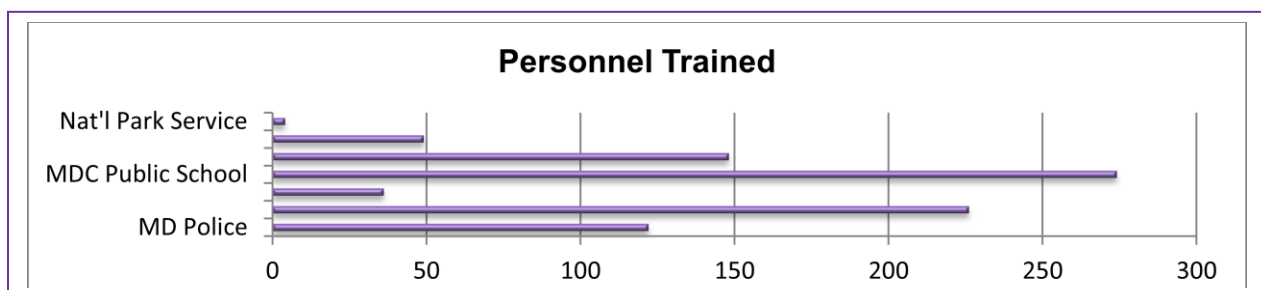
Exercise

Exercises work in concert with training and allow personnel to demonstrate and enhance the skills and knowledge acquired during training. Exercises further allow agencies to identify deficiencies in plans & procedures or gaps in resources. Refer to **Figure 7** for a sampling of exercises that were hosted or facilitated during this review period.

Figure 7: Exercises

Medical Scenario-1 Full Scale Exercise	October 12, 2011
Conducted to assess notification procedures, contamination control, radiation survey, decontamination and patient transport and treatment.	
MDCR Table-top Exercise	October 20, 2011
M-D Corrections & Rehabilitation tested their COOP, specifically inmate transport and relocation components.	
Cities Readiness Initiative Functional Exercise	October 28, 2011
'Pills in People' Barry University	
United States Coast Guard IODRP Table-top Exercise	November 17, 2011
Tested coordination efforts between Federal, State, and Local governments in response to an offshore drilling incident the resulted in a spill precipitated by any type event.	
Turkey Point Nuclear Plant Exercise	January 19, 2012
Conducted to validate State and local coordination and capabilities in EOC management, communications and public information for emergency planning zones.	
Geomagnetic Storm Table-top Exercise	April 17-19
Focused on a long-term, widespread power outage scenario.	
Statewide Hurricane Functional Exercise	May 22, 2012
Exercised EOC management, critical resource logistics and distribution, and validated emergency response plans, policies and procedures in response to a hurricane landfall.	
LEPC Table-top Exercise	June 7, 2012
A multi-jurisdictional, multi-disciplinary tabletop exercise focusing on resource management and logistics.	
PWWM Hurricane Table-top Exercise	June 14, 2012
Provided the opportunity to exercise emergency response plans, policies, and procedures following a major hurricane and an opportunity for all personnel to work together and familiarize themselves with the new department's disaster roles in total.	
Broward County Disaster Housing Table-top Exercise	July 31, 2012
MDEM staff served as evaluators and observers at this exercise during which Broward County Emergency Management tested the effectiveness of the 2012 Broward County Disaster Housing Plan and its annexes.	
Tidal Inlet Protection Strategy Exercise	August 9, 2012
The United States Coast Guard, District Seven, with various state and local stakeholders, conducted an exercise during which 7500' of boom was deployed across Bear Cut	
MDEM COOP Table-top Exercise	September 26, 2012
Tested the MDEM COOP alert and notifications and decision making processes.	

Miami-Dade County Citizen Corps

The Citizen Corps was created following President Bush's 2002 State of the Union Address, in which he asked all Americans to volunteer in support of their country. In response to the President's call, the Miami-Dade Citizen Corps was developed as a volunteer initiative encouraging community involvement and providing a myriad of volunteer initiatives to engage citizens. The Citizen Corps Council meets quarterly, under the guidance of MDEM, and supports volunteer recruitment and retention initiatives for its partner programs. **Figure 8** reflects the volunteer numbers for each program falling under the Citizen Corps umbrella. In addition, to support its preparedness and volunteer mission, the Citizen Corps hosts several 'Safety Days' throughout the year.

Figure 8: Citizen Corps
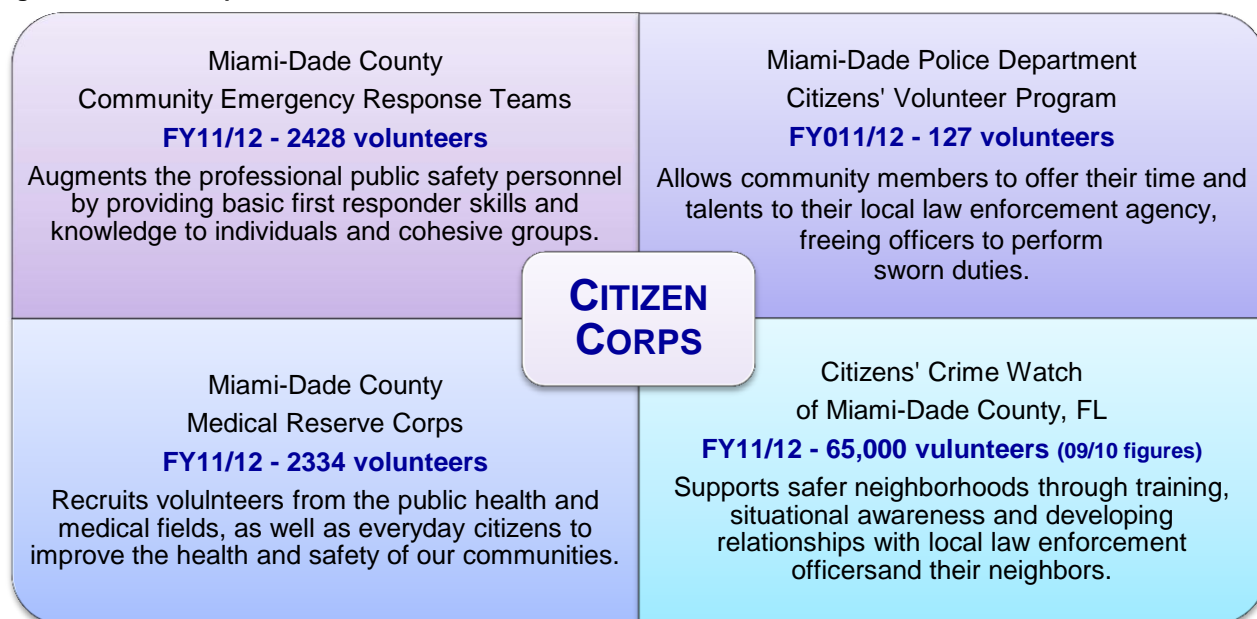
StormReady®

The National Weather Service created the StormReady® Program to provide communities with clear-cut guidelines on how to improve their hazardous weather operations. To receive this recognition the applicant must meet the prescribed criteria such as NWS information reception, hydrometeorlogical monitoring and local warning dissemination. Miami-Dade again received recognition as a StormReady® Community on September 1, 2011; which is valid for three years. MDEM was instrumental in two of the County's municipalities, Homestead and Miami Beach, also achieving StormReady® status.

Ready South Florida

Modeled after the national Ready.gov initiative, this partnership between Miami-Dade, Palm Beach, Broward and Monroe counties promotes a unified message for disaster preparedness; Be Informed, Make a Plan, Get a Kit, and Get Involved. It sponsors a website and promotional materials.

RESPONSE/RECOVERY STRATEGIES/INITIATIVES

This section of the Emergency Preparedness Report highlights those programs and initiatives that augment the County's resources, provide for the continuity of operations of County Departments and overall facilitates the County's response and recovery activities.

Mutual Aid Agreements/Memorandum of Understanding (MOU)

Mutual aid is a written agreement among like disciplines to lend assistance across jurisdictional boundaries. This aid may be requested when an emergency response exceeds local resources or based on a formal standing agreement.   Mutual aid may also extend beyond local response.

A Memorandum of Understanding (MOU) is a written document that stipulates a bilateral or multilateral agreement between parties to establish the conveyance of goods or services. MOUs normally extend across disciplines and are formal agreements outlining the details of the agreement and responsibilities of each party.

All of the County's public safety agencies participate in multiple Mutual Aid Agreements and MOUs. Too numerous to list in its entirety, given that MDPD has 32 Mutual Aid Agreements with 31 municipalities and the Miami-Dade County School Board; alone, the text below highlights the types and purposes of some of these documents.

● Statewide Mutual Aid Agreement: provides reciprocal emergency aid and assistance in emergencies too extensive to be dealt with unassisted and ensures the timely reimbursement of costs incurred by local governments rendering such assistance.

● Emergency Management Assistance Compact (EMAC): provides assistance during governor-declared states of emergency through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states.

● Dade County Fire Service Mutual Aid Organization: provides for an integration of fire-fighting equipment and other related resources between all Miami-Dade County fire jurisdictions for the purpose of providing adequate fire and disaster protection countywide.

- The Florida Sheriff's Association coordinates two separate agreements that cross jurisdictional lines. The first, the Florida Sheriff's Disaster Assistance Mutual Aid Agreement allows MDPD to request or render assistance in the event of a Catastrophic or Major Disaster. The second, the Florida Sheriff's Combined Operational Assistance and Voluntary Cooperation Mutual Aid Agreement, mirrors the first with the provision for assistance but is law-enforcement operations specific.

- MOU between Miami-Dade County and the School Board of Miami-Dade County providing for the use of appropriate public schools to serve as hurricane evacuation centers (HECs)

- MOU between the School Board of Miami-Dade County and the American Red Cross allowing for disaster services activities to be conducted in public schools serving as hurricane evacuation centers.

Disaster Assistance Employee (DAE)

Imminent disasters, or those that have impacted the County, trigger a multitude of jobs that need accomplishing. It is not advantageous to rely solely on volunteers to meet this need. To address this Miami-Dade County instituted a Disaster Assistance Employee (DAE) Program.

Miami-Dade County employees designated as "EOC Essential" are required to assist in the County's disaster response efforts. Roles may be pre-assigned or assigned as the situation dictates. It is important to note that Department Essential personnel may also be assigned disaster roles. **Figure 9** shows a 3-year overview of the DAE Program participants.

Figure 9: DAE Program Statistics

FY09/10	FY10/11	FY11/12
•48 Departments •6292 DAEs	•40 Departments •5956 DAEs	•30 Departments/Offices •6434 DAEs

Continuity of Operations Plan (COOP)

Pursuant to Chapter 8B, the Miami-Dade Code of Ordinances, identified County Departments must prepare or revise emergency preparedness contingency plans in accordance with the directions and guidelines provided by MDEM. These plans detail how the essential missions of any one Department will continue. COOP plans must be submitted to MDEM by March of each year. 100% compliancy was achieved this period.

Communities Organized to Respond in Emergencies (CORE)

Created in partnership with the DHS Center for Faith-based and Neighborhood Partnerships the Miami-Dade CORE engages faith-based and community organizations in response and recovery efforts. Twenty seven (27) organizations committed their resources last year (its inaugural year) as feeding stations, shelters, points of distribution and spiritual guidance centers. This year 46 new organizations have committed to explore the ways that they too can serve the community. This partnership provides more leverage of the collective resources and further enhances the County's overall level of resilience.

Hurricane Evacuation Center (HEC)/Emergency Shelters

MDEM, in collaboration with the American Red Cross, locates, assesses and secures facilities for both HEC and Emergency Shelter use. The two facility types are delineated by pre and post-disaster sheltering. The pre-disaster facilities are further delineated by general population, medical evacuation and pet-friendly. When selecting facilities, special attention is given to the necessities of those persons with access and functional needs. All but one of the HECs is located in Miami-Dade County Public Schools and is opened prior to the arrival of tropical storm or hurricane force winds. These are not long-term centers given that the schools need to reopen as quickly as possible to return the community to a state of normalcy. **Figure 10** shows the Miami-Dade County HEC capacity.

The Emergency Shelters, on the other hand, are designated as long-term and may be used to move displaced individuals or families post storm or for other events that so warrants. MDEM has currently pre-identified and secured 9 facilities that will serve as Emergency Shelters.

Figure 10: HEC Capacity

General Population
Facilities: 62

Standard Capacity: 95,296

Catastrophic Capacity: 123,800

Special Needs
Facilities: 6*

Capacity 3000*

* each facility holds 500 clients

Pet-Friendly
Facilities: 3*

Capacity 260 (pets)*

* the two schools hold 80 pets each
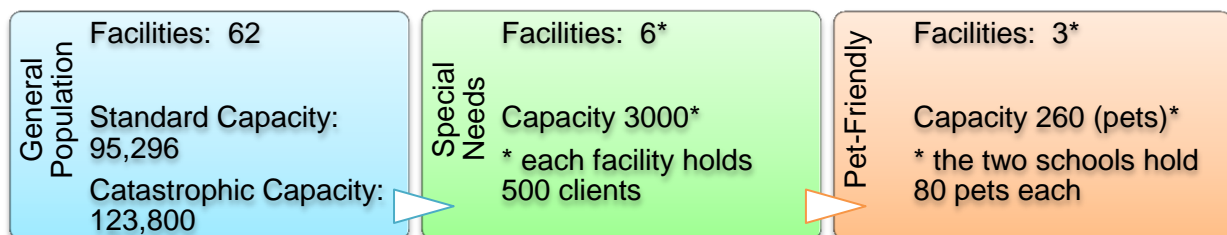
Second Responders

Second Responders bridge the gap between on-going recovery operations and the necessary and timely return to normalcy. Miami-Dade Corrections and Rehabilitation (MDCR) serves as a Second Responder agency. When needed, sworn corrections officers augment the County's law enforcement personnel to assist with traffic control and security. Four platoons for a total of 148 MDCR personnel have been trained to be deployed in the Second Responder capacity.

MITIGATION

Miami-Dade County is vulnerable to disasters of all types affecting every part of our community; no one is immune. The County has been impacted by hurricanes, tornadoes, severe flooding, wildfires, plane crashes, hard freezes, droughts and more. Mitigation lessens the impact that these disasters may have and in doing so helps decrease the response and recovery efforts.

Local Mitigation Strategy (LMS)

The LMS Working Group and Steering Committee are made up of a broad spectrum of both stakeholders and partners, including federal, state, and local government; private enterprise; private and public schools, colleges, and universities; hospitals; and not-for-profits. The LMS Working Group, correlating to its respective stakeholders, submit projects for consideration and approval by the Steering Committee. Although specific to mitigation the projects the LMS undertakes ensure a less costly and more effective recovery. The LMS identifies financing through Federal, State, and Local funding sources to develop and implement projects that serve to reduce the impact any one disaster has on the County. Furthermore, through the funding of these projects Miami-Dade County is benefited by increased commerce generated by construction as well as the associated job creation. **Figure 11** reflects the projects undertaken and funds secured during this reporting period.

Figure 11: LMS Projects

Local Mitigation Projects	
Completed Projects	
University of Miami Knight Physics Building	540,400
Miami-Dade Fire Rescue – Replace overhead doors on 38 stations	584,000
Miami Children's Hospital - Wind retrofit, 4th Floor Mechanical Room	804,000
Miami-Dade County South Dade Regional Library, Wind retrofit	168,132
Residential Flood Mitigation Assistance Grant Program, Elevation	277,677
Residential Severe Repetitive Loss Grant Program, Elevation	496,140
Under Construction	
Vizcaya Museum & Gardens - Harden courtyard canopy	1,846,500
Miami-Dade Public Works Traffic signal upgrade – wires to masts: (4 Sections)	2,082,800
Mt. Sinai Medical Center Ascher Building - Wind retrofit (design stages)	1,000,017
University of Miami, Hospital Wind Mitigation	3,000,000
City of North Miami Beach, Injection Walls	240,000
Funded – Not yet started	
City of Sweetwater – IIB South Storm Water Improvements (PDM 2011)	2,179,540
Total Number of Projects: 12	**Total Funded Dollars: 13,219,206**

PUBLIC SAFETY PROGRAMS

This section details the programs and campaigns designed to maintain or enhance the public safety-centric aspects requisite for any large, metropolitan area. They serve to reduce and deter crime and to support the effectiveness of local law enforcement, fire rescue, corrections and emergency management agencies.

Miami-Dade Corrections and Rehabilitation

Boot Camp Program (BCP)

The BCP focuses on more than the confinement of offenders and recognizes the importance of re-entry and alternative-to-jail programs. It utilizes a unique inmate management system known as the "regimented inmate discipline" or "boot camp" philosophy which targets first-time nonviolent male and female offenders between the ages of 14 and 24 who have been adjudicated as adults. The BCP is a 16 month program with three distinct phases consisting of Basic Training (4 months), Work Release (2 months) and Aftercare (10 months).

The BCP graduated 201 cadets this year with a total, to date, of 2600+ young men and women given the opportunity to turn their lives around, serving not only the individual but the community to which they return. The recidivism rate this year was 16.67%, still well below the national average; which equates to an 83+% success rate. Recidivism is the repeated or habitual relapse into criminal activity.

Fingerprinting for Kid's Safety

MDCR staff provides free fingerprints of children to their parents at a variety of outreach events each year. Fingerprints can help law enforcement identify a child if missing or lost and increase the chance of their proper identification and safe return home. MDCR fingerprints approximately 2,500 children annually at community events throughout Miami-Dade County.

"Jail is Hell"

MDCR conducts at least 2 to 4 "Jail is Hell" presentations each month for Miami-Dade County Public Schools students. This program impacts approximately 2,000 children annually by bringing high-risk students into contact with correctional staff and inmates. These individuals share their experiences in an attempt to discourage children from a life of drugs, alcohol and guns.

Miami-Dade Emergency Management

Emergency Evacuation Assistance Program (EEAP)

The EEAP provides evacuation assistance and specialized accommodations for those residents who require daily skilled nursing care, assistance with the activities of daily living, or who are electrically dependent.   The EEAP is available to those individuals who live alone or with their families who register on the County's Special Needs Registry. Registrants receive assignment to a Medical Evacuation Center or a Medical Management Facility (MMF) contingent upon their personal needs. Medical personnel from the Department of Health or nursing staff from Jackson Memorial Hospital staff the MECs. The MMFs are comprised of 16 area hospitals. **Figure 12** reflects the registry statistics**.**

In addition to the numbers provided previously in Figure 2, MDEM, in accordance with the Functional Needs Support Services (FFNS) guidelines, currently has one applicant requesting and meeting the criteria for transportation to a general population shelter.

Figure 12: Special Needs Registry Statistics
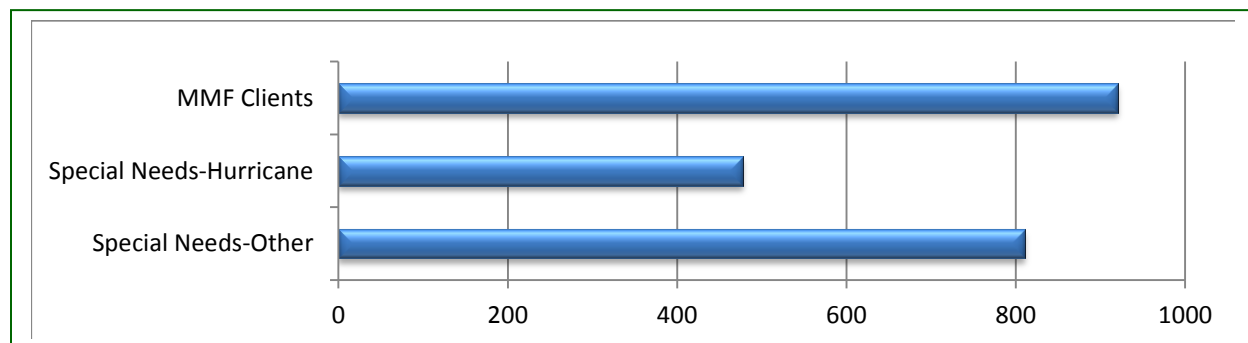
Plans Review; Residential Health Care Facilities (RHCF)

Certain health care facilities must prepare and annually update an emergency plan that demonstrates the ability to safely shelter-in-place or evacuate those in their care while maintaining a level of care proportionate to the client/patient need. As mandated by the Florida Administrative Code, the facilities submit these plans to MDEM for review and approval. The facilities bound under this legislation include hospitals, nursing homes, assisting living facilities, intermediate care facilities for the developmentally disabled, ambulatory surgical centers and adult day care centers.

● Existing Facilities' Plans Reviewed: 987   ● # of New Plans: 84

Miami-Dade Fire Rescue

<u>Safe Haven for Newborns</u>

All staffed Miami-Dade fire stations are designated Safe Havens for Newborns. Fire station personnel will accept newborns with no questions asked, and provide transportation to the nearest hospital for medical care and referral to a participating private adoption agency that will arrange for placement of the newborn with a waiting family. The Safe Haven for Newborns program allows mothers, fathers or others in possession of an unharmed newborn, approximately three days old or less, to leave them at designated Safe Havens with no questions asked, totally anonymous, and free from fear of prosecution.

<u>Elder Links</u>

Elder-Links is a referral-based outreach program with the dual purpose of seeing that MDFR effectively meets the State of Florida mandate to report children and elderly who may be victims of abuse or neglect, and providing a safety net for residents who are having a difficult time accessing resources and/or caring for themselves.

Through a collaborative effort among MDFR, local hospitals, and other government and community agencies, the program effectively extends the scope of assistance beyond incident response operations for the most vulnerable members of our community. Even as this program continues to grow in scope, it has quickly become a successful outreach resource, regardless of the age of the citizen we are serving.

This reporting period MDFR increased awareness training for its sworn personnel, realizing that in these harsh economic times that one of the more vulnerable populations, the elderly, may be facing hardships they themselves cannot overcome. This push for training precipitated a 9% increase in referrals over FY10/11. Thanks to this collaborative effort between MDFR, local hospitals, and other government and community agencies, the program effectively extends the scope of assistance beyond incident response operations. The total number of referrals this reporting period was 432.

Miami-Dade Police Department

Gun Bounty Program

Working in partnership with Miami-Dade Crime Stoppers, the Gun Bounty Program marked its 5th year anniversary in June of this report year. Since its creation in 2007 this program has been responsible for 420 arrests and the removal of 656 guns from the streets of Miami-Dade County. Please see **Figure 13** for a year by year break-down of weapons recovered and arrests made.

It is important to note the program serves to protect residents in far more ways then taking guns off the streets.   It is also responsible for the recovery of:

- U.S. Currency in the amount of $202,056
- 7 stolen vehicles valued at $112,000
- 98 stolen firearms
- 7 bullet proof vests
- Narcotics, estimated street value: $6,615,126

- 1 live grenade
- 20 outstanding warrants
- 2 police badges, Taser and radar gun
- 1 pipe bomb

Figure 13 – Annual Gun Bounty Program Statistics
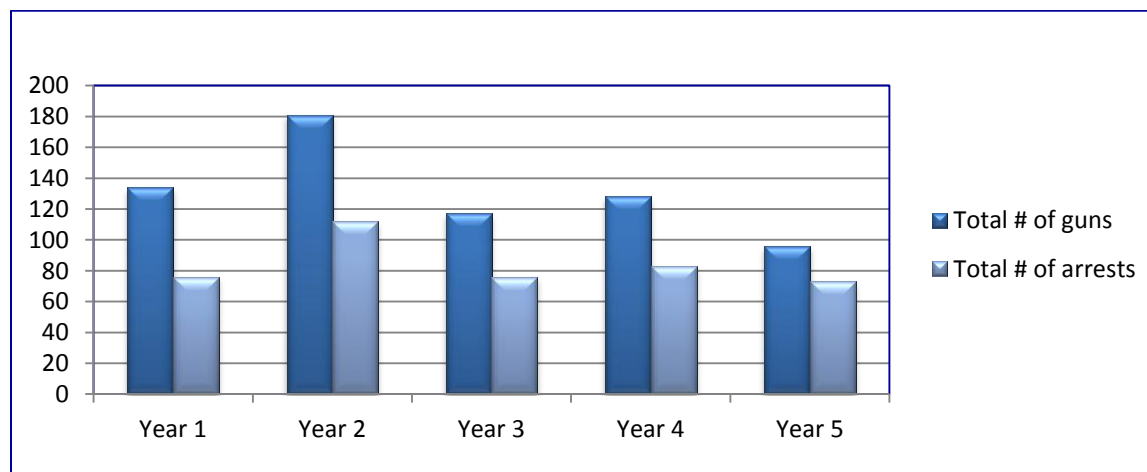
Drug Abuse Resistance Education (D.A.R.E.)

Developed in 1983 the DARE Program provides children with the information and skills they need to live drug and violence-free lives.   Designed to equip children with the tools that enable them to avoid negative influences and focus instead on their strengths and see their potential.   It further promotes a positive relationship with local law enforcement.   DARE is now the most widely used substance abuse prevention program worldwide.

Adopted by the MDPD in 1988, DARE is active in 80% of all schools districts across the County, reaching more than 36 million young people since its inception. DARE is first introduced to children in kindergarten to 4th grade when uniformed DARE officers visit classrooms and set the foundation for the lessons they will learn in the 5th and 6th grades, these grades contain the core curriculum for the program. This curriculum is 10 lessons of 30 to 40 minutes duration and includes anti-drug, gang and violence techniques, peer pressure awareness, embracing self-worth.

PUBLIC EDUCATION

Marketing a message of preparedness is a standard for any County and Miami-Dade supports this measure through public education, training, and social media programs. This section outlines these programs as well as those programs designed to advance general community safety.

Social Media

Given the popularity of social media and that an ever-number of people are turning to these forums for disaster information, Miami-Dade Emergency Management, Police, and Fire Rescue all manage government pages on Facebook. In addition to the focus on their respective missions these pages all market County-wide programs.

MDEM: www.facebook.com/miamidadecountyem. The content posted on Facebook pushes out the regionally-adopted preparedness message; informs the public on events being monitored, emerging or occurring and provides insight into the steady-state operations of EM.

MDPD: www.facebook.com/miamidadepolice. The content posted on Facebook provides alerts on neighborhood crime, allows individuals to submit anonymous tips about a crime and includes a Public Flyers photo album to solicit information about wanted persons or crimes.

MDFR: www.facebook.com/miamidadefirerescue. The content posted on Facebook provides updates on the day to day operations of the Department as well as special events. It further provides alerts to dangerous conditions inland and coastal.

Community Outreach: MDEM/MDFR/MDPD

Public safety agencies continue to manage very robust preparedness programs designed to educate the public on risks associated with their respective disciplines. The strategies used by MDFR/MDEM for this program entail securing booth space at venues with large pedestrian traffic. This includes wholesale warehouses, such as Costco and BrandsMart; shopping malls, such as Dolphin and International; and large-scale general merchandise stores, such as Target and Walmart. All public safety agencies, including MDCR, respond to requests for speakers and attendance at events.

The Miami-Dade Police Department continued it Citizen Advisory Committees hosted by each unincorporated Police District. This allows the general public, during their monthly meetings, to voice concerns and address issues within their respective districts. In addition, the District stations hold annual preparedness events with participants from a cross-section of response and recovery agencies.

The MDPD Public Information and Education Bureau's Community and Youth Outreach Section engaged stakeholders throughout the year by visiting schools, businesses and community events. During this report period they attended 377 events.

Three figures highlight the outreach program.   **Figure 14** is reflective of those events that any or all of the public safety agencies actively participated. The events in italic were developed and hosted by MDEM.

The number of materials distributed by partners or stakeholders or provided directly to the event coordinator is reflected in **Figure 15**, while **Figure 16** (page 31) shows the initial bulk distribution of the 2011 Hurricane Guides.

Figure 14: Community Events Attended/Managed

Name of Event/Program	Date	Attendance
Description		
Citizen Corps Public Safety Day	**February 18, 2012**	**250**
Citizen Corps partners promoted public safety and awareness issues, best practices for family security during emergencies, and community preparedness.		
Mayor's Initiative on Aging	**April 11, 2012 (9 additional)**	**460**
An outreach events providing preparedness materials and educating attendees on preparedness and the EEAP Program.		
Hotel Hurricane Preparedness Fair	**May 2, 2012**	**250**
Loews Hurricane Preparedness fair provided preparedness materials and educated hotel employees on emergency planning and disaster kits for their families.		
Blue Cross Blue Shield Hurricane Preparedness Fair	**May 31, 2012**	**350**
BCBS Corporate Hurricane Preparedness fair provided preparedness materials and educated employees on emergency planning and disaster kits for their families.		
Crowley Employee Hurricane Orientation	**June 5, 2012**	**64**
Annual staff orientation to hurricane season provided education to employees on emergency planning and disaster kits for their families.		

Feel the Force,	June 9, 2012	1800
An annual family oriented event hosted in partnership with the Miami Science Museum and FIU's International Hurricane Research Center (IHRC) with activities and games promoting disaster preparedness.		
Baptist Hurricane Fair	June 29, 2012	350
Baptist Health Systems Hurricane Preparedness fair provided preparedness materials and educated Baptist employees on emergency planning.		
Commissioner Jordan Hurricane Preparedness	June 28, 2012 July 20, 2012	75
Preparedness materials were distributed and attendees educated on emergency planning and general safety.		
CORE Outreach Event	July 21, 2012	40
Preparedness materials were distributed and attendees educated on emergency planning and general safety.		
Commissioner Bell Hurricane Preparedness Event	August 8, 2012	15
Preparedness materials were distributed and attendees educated on emergency planning and general safety.		
Ryder Hurricane Fair	August 22, 2012	150
Ryder staff was provide preparedness educated on emergency planning and general safety		
National Preparedness Day	September 20, 2012	72
2nd Annual TARGET: Preparedness events during students; 30 from Centennial and 30 from Charles Drew Middle Schools were walked the development of a home disaster plan.		

Figure 15: Partners/Stakeholder Distribution

Provided To:	Type/Number of Materials:	For distribution at:
MDFR	1700 (see below)	Miami-Dade County Youth Fair
MDFR distributed the 1200 children's activity books and 200 Preparedness Guides for Seniors, 100 Preparedness Guides for Business, 200 Ready South Florida materials		
Hospitals	● 1000 Hurricane Guides	Public
CORE	● 100 EEAP applications ● 50 Whole Community Brochure ● 100 Hurricane Guides ● 300 Ready South FL materials	Volunteers / Public
American Red Cross	● 1000 Ready South FL brochures ● 200 Shelter-in-Place brochures ●1000 Kid's Activity Books ●200 CERT brochures	Community Events
City of Miami Beach	●200 CERT brochures	Hurricane Preparedness Community Events
Costco	●1000 Hurricane Guides	Hurricane Preparedness Community Event
Gold Coaster Association	●250 Hurricane Guides	Hurricane Preparedness Community Event
MDFR	● 1000 Ready South FL brochures ● 200 Shelter-in-Place brochures ●1000 Kid's Activity Books ● 1000 Whole Community brochure	Multiple events at: ● Shopping Malls ● Schools

Figure 16: Bulk distribution of 2012 Hurricane Guides

Number Provided:	Provided To:	For Distribution At:
13,000	Commission Offices	Commission Offices
600	Mayor's Office	Mayor's Office
16,000	Libraries	Libraries
525	MD Public Housing Agency	Agency Offices
5,500	MD Parks and Recreation	All Park Offices
3,250	MD Police	HQ, District Offices and Contract Cities
1,500	MD Dept of Human Services	Satellite Service Centers
1,000	MD Consumer Services	Cooperative Extension Offices
1000	MDFR	Public Events
500	MD Building Department	Permitting and Inspections Offices
500	MD Water and Sewer	Service Center
500	DERM	Service Center
100	MD Public Works	Service Center
350	Tax Collector	Service Center
1,500	MD Community Action Agency	Community Centers
500	MD Animal Services	Facility
5,000	MD Solid Waste	Service Center

APPENDIX

APPENDIX A: PREPAREDNESS MEASURES

The following are the Core Capabilities' Preparedness Measures used by MDEM to assess the County's progress in planning for the specific capabilities tied to the agency's seven strategic priorities.

PREPAREDNESS MEASURES	ACHIEVED
I. Interoperability: Communications	
Plans are in place that support operable communications systems with redundancy and diversity, provide service across jurisdictions, and meet every day internal agency requirements.	**Yes**
Redundant and diverse interoperable communication systems are available.	**Yes**
Communication systems support on-demand, real-time interoperable voice and data communication.	**Yes**
Plans and procedures are in place to ensure appropriate levels of planning and building public safety communication systems prior to an incident.	**Yes**
Plans and procedures are in place to ensure appropriate levels of upgrading/enhancing public safety communication systems and equipment.	**Yes**
Plans and procedures are in place to ensure appropriate levels of maintaining public safety communication systems and equipment.	**Yes**
Plans and procedures are in place to ensure appropriate levels of managing public safety communication.	**Yes**
Communications Continuity of Operations Plans that outline back-up systems available at local levels, including protocols for use of systems, is in place.	**Yes**
Communications standard operating procedures (SOPs) that conform to NIMS are in place and are used in routine multiple jurisdictional responses.	**Yes**
A multi-agency governance structure to improve communications interoperability planning and coordination has been established.	**Yes**
Interoperability communications plans have been developed through governance structure and include all relevant agencies for data and voice communications.	**Yes**
Interoperability policies and procedures to allow information sharing between levels of government and federal installations involved in incident, as necessary and as possible, are in place.	**Yes**
Plans to coordinate the procurement of communications assets to ensure interoperability are in place.	**Yes**
Plans to acquire and influence sustained interoperability and systems maintenance funding have been developed.	**Yes**
Plans include a procedure to return communications back to normal operations after each significant incident.	**Yes**
Communications-specific tabletop exercises are conducted with multi-jurisdictional and multi-agency operations, technical, and dispatch participants.	**Yes**
Communications-specific operational exercises with multi-jurisdictional and multi-agency participants are conducted.	**Yes**
Operational exercises include an observer specifically to monitor the communications piece to ensure there is adequate information to provide in the AAR to correct any communication problems that occurred for the future.	**Yes**

All personnel, including appropriate partners, have been trained to operate communications systems according to their incident role.	**Yes**
Interoperability systems are used in pertinent everyday activities and emergency incidents to ensure familiarity with system and cooperation.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Mass Prophylaxis	
Local plans contain elements included in the Local SNS Assessment Tool.	**Yes**
Mass Prophylaxis plan is incorporated into overall emergency response plan.	**Yes**
Plan addresses requesting and receiving Mass Prophylaxis from the CDC.	**Yes**
Plan addresses the distribution of mass therapeutics (e.g. points of dispensing, medical supplies, staffing and security).	**Yes**
Plan addresses cultural characteristics of populations to be treated (e.g. religious needs, language barriers).	**Yes**
Plan addresses the provision of prophylaxis to special needs populations (e.g. disabled people, quarantined individuals, and people requiring ongoing medical support).	**Yes**
Plan addresses infection control measures to protect staff and patients (e.g. medical screening is performed in separate area away from mass prophylaxis site).	**Yes**
Mass prophylaxis plan incorporates input from all relevant stakeholders, including health department, emergency management agency, public works, department of transportation, law enforcement, EMS, fire, hospitals, military installations, department of finance).	**Yes**
Treatment center point of contact is identified and documented in mass prophylaxis plan.	**Yes**
Mass prophylaxis plan provides authorization for practitioners to issue standing orders and protocols for dispensing sites.	**Yes**
Mass prophylaxis plan provides authorization for practitioners to dispense medications.	**Yes**
Exercises evaluate the tactical communications portion of the mass prophylaxis plan.	**Yes**
Exercises evaluate the public information and communication portion of the mass prophylaxis plan.	**Yes**
Exercises evaluate the mass prophylaxis plan procedures to maintain security.	**Yes**
Exercises evaluate the mass prophylaxis inventory management system plan.	**Yes**
Exercises evaluate the mass prophylaxis plan procedures to distribute prophylaxis.	**Yes**
Exercises evaluate the mass prophylaxis dispensing procedures.	**Yes**
Exercises evaluate the point of dispensing center coordination plan.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Medical Surge	
A process is in place to project the demand for medical surge (e.g. how many people will need treatment, how long it will take to secure facilities).	**Yes**
A scalable patient tracking system is in place.	**Yes**
Plan for community-based hospital bed surge capacity is in place.	**Yes**
All acute care hospitals have capacity to maintain, in negative pressure isolation, at least one suspected case of a highly infectious disease or a febrile patient with a suspect rash or other symptoms of concern that might be developing a highly communicable disease.	**Yes**
Sufficient supplies of personal protective equipment are available for current and surge	**Yes**

healthcare personnel to work safely within the limits defined by their SOPs.	
Secure and redundant communications system that provides connectivity during a catastrophic event among healthcare facilities and all other responder disciplines at all jurisdictional levels is in place.	**Yes**
Updated medical surge plans have been developed in conjunction with critical multidisciplinary partners (public health, emergency management agency, law enforcement, etc.).	**Yes**
Plans address the use of existing facilities (e.g. hospitals, clinics, extended care facilities).	**Yes**
Plans address the identifying and establishing additional facilities (e.g. provision of personnel, equipment, pharmaceuticals) when needed.	**Yes**
Plans address patient and resource transportation (e.g. identification and availability of traditional and non-traditional resources).	**Yes**
Plans address facility-based evacuation (e.g. identification of receiving facilities, coordination of transportation assets).	**Yes**
Plans for the set up, staffing, and operation of alternate care facilities are in place.	**Yes**
Plans address the treatment of medical surge personnel, site staff, and their families (e.g. medical needs, stress management strategies).	**Yes**
Plans address dissemination of accurate, timely, accessible information to public, media, support agencies.	**Yes**
A database to track the status of medical surge resources (e.g. medications, medical professionals) is in place or accessible.	**Yes**
A local/regional pharmaceuticals management system is in place that captures current inventory of the Metropolitan Medical Response System, the Health Resources and Services Administration-hospital, and the CHEM-PACK caches.	**Yes**
A local/regional pharmaceuticals management system is in place that tracks the dispensing of pharmaceuticals during the incident.	**Yes**
Hospitals utilize competency-based education and training programs for all hospital personnel responding to a terrorist incident or other public health emergency.	**Yes**
Hospitals and their healthcare partners have an exercise program that conforms with Joint Commission on Accreditation of Healthcare Organizations, Health Resources and Services Administration, CDC, NIMS, and Homeland Security Exercise and Evaluation Program (HSEEP) requirements.	**Yes**
City participates in Emergency System for Advance Registration of Volunteer Health Professionals Program.	**Yes**
Plans for the set up, staffing, and operation of alternate care facilities are in place.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
II. Mass Casualty; Mass Care	
A mass care plan is in place for the general population.	**Yes**
Mass care plan is integrated with our plans for evacuation (e.g. evacuation routes to shelters are identified, exercise evacuation from various locations to local shelters).	**Yes**
Mass care plan addresses cultural characteristics and needs of populations to be sheltered (e.g. religious needs, language barriers).	**Yes**
Mass care plan addresses the shelter requirements of special needs populations (e.g. disabled people, people requiring ongoing medical support).	**Yes**
Mass care plan addresses the feeding needs of affected populations (e.g. estimate projected need, identify distribution, preparation, and feeding sites, establish mobile feeding routes).	**Yes**
Plans to transfer individuals with needs beyond the shelter's capacity to a functional and medical support shelter or other appropriate care facility with their caregivers/family are in place.	**Yes**
Plan to utilize American Red Cross/DDHS Initial Intake and Assessment Tool to assess individuals arriving at shelters is in place.	**Yes**
A mass care plan for companion animals (includes provision of shelter, food, and animal welfare inquiry services) is in place.	**Yes**
Shelter agreements for each jurisdiction are in place.	**Yes**
Mass care plan addresses the safety and security of shelter facilities.	**Yes**
The mass care plan includes Memoranda of understanding (MOUs) with non-governmental organizations to provide personnel and equipment support following an incident.	**Yes**
Mass care plan includes programs for recruiting volunteers.	**Yes**
Has a companion animal care/handling plan coordinated with appropriate partners.	**Yes**
Training and exercise program for mass care personnel is in place and covers sheltering and feeding.	**Yes**
Training and exercise program addresses common mass care issues (e.g., culture, language, accommodating people with disabilities in general population shelters etc.).	**Yes**
Training and exercises for mass care operations occur on regular basis.	**Yes**
Shelter staff is familiar with American Red Cross/DDHS Initial Intake and Assessment Tool that is used for initial screening of clients.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
III Community Preparedness; Public Warning Systems	
The Comprehensive Emergency Management Plan (CEMP) specifies how and when to enact the public information function.	**Yes**
The CEMP specifies how and when to activate public alert and warning functions.	**Yes**
A standard operation procedure (SOP) specifies how and when to enact the notification function.	**Yes**
The SOP includes a communications strategy to engage the media to ensure accurate information is disseminated.	**Yes**
The SOP specifies how and when to enact a Joint Information System (JIS).	**Yes**
The SOP provides procedures for use when normal information sources are lost.	**Yes**
Emergency Alert System (EAS) activation plan is in place and is tested regularly.	**Yes**
Public awareness and education plan is in place with all appropriate agencies and partners.	**Yes**
Plans for Joint Information Center (JIC) include multi-jurisdictional, multi-disciplinary agencies, the private sector, nongovernmental organizations, and staffing JIC functions.	**Yes**
Communications plan in place to communicate changes in threat level (in the Homeland Security Advisory System) to the public.	**Yes**
JIC Manual is in place.	**Yes**
JIC Manual includes protocols for interfacing with the media, legislative interests, officials and celebrities, citizens, city, federal, and private industry leaders.	**Yes**
JIC Manual includes a listing of homeland security and emergency management sources of information and updatable media lists.	**Yes**
JIC Manual includes protocols for operating in JIC	**Yes**
JIC Manual includes protocols for identification of resources and responsibilities in advance of an accident.	**Yes**
Crisis and emergency risk communications (CERC) plans are in place.	**Yes**
Procedures are in place for rapidly deploying public affairs teams.	**Yes**
Procedures are in place for communicating with internal groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. EMAP and the National Fire Protection Association (NFPA) 1600).	**Yes**
Procedures are in place for communicating with external groups and individuals about disasters and emergencies following established standards, as appropriate (e.g. the EMAP and the NFPA 1600).	**Yes**
Preparedness information is widely distributed in languages appropriate to the cultural and ethnic needs of the populations of the area.	**Yes**
Information dissemination and alert/warning mechanisms are structured so that private sector entities receive accurate, timely, and unclassified information.	**Yes**
Plans and procedures to test and update alerts/warning frequently are in place.	**Yes**
Plans and procedures to receive and archive responses from stakeholders that have been previously notified are in place.	**Yes**
Plans and procedures for how notification of recovery assistance information will be disseminated to the public are in place.	**Yes**
Plans and procedures for a post-incident containment informational program are in place.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
III Community Preparedness; Protective Actions:	
Evacuation and shelter-in-place plans address the development and dissemination of accurate, timely, accessible information to public, media, and support agencies.	**Yes**
Evacuation and Shelter-in-Place materials are disseminated to the public and available on-line.	**Yes**
Informational material providing guidance on evacuation/shelter-in-place orders for biological and chemical hazards have been developed and coordinated with public education.	**Yes**
Informational material providing guidance on evacuation/shelter-in-place orders for explosive incidents have been developed and coordinated with public education.	**Yes**
Informational material providing guidance on evacuation/shelter-in-place orders for radiological/nuclear hazards have been developed and coordinated with public education.	**Yes**
Informational material providing guidance on citizens' responsibilities during evacuation/shelter-in-place orders have been developed and coordinated with public education.	**Yes**
Plans addressing authority and decision-making processes for shelter-in-place/evacuations are in place.	**Yes**
The number of Hurricane Evacuation Center spaces meets or surpasses the State mandated criteria.	**Yes**
Press releases announcing the call for protective actions are readily disseminated to the media and available online	**Yes**
Plans are in place for the evacuation of neighborhoods.	**Yes**
Plans are in place for the evacuation of high-rise buildings.	**Yes**
Plans are in place for the evacuation of elevated transportation systems.	**Yes**
Plans are in place for the evacuation of correctional facilities.	**Yes**
Plans are in place for the evacuation of hospitals/nursing homes/assisted-living/elder care facilities.	**Yes**
Plans are in place for the evacuation of special events venues.	**Yes**
Plans are in place for the evacuation of other high-risk areas in response to a threat or attack.	**Yes**
Plans are in place for the evacuation of animal shelters and zoos.	**Yes**
Plans are in place to identify and transport the population segment with access or functional needs.	**Yes**
Processes for identifying, during an incident, populations that may need assistance with evacuation/shelter-in-place are in place.	**Yes**
Processes for meeting the different types of assistance needed; i.e., physical movement, transportation assistance and language translation are in place.	**Yes**
Processes for providing for communication with the hearing/speech impaired are in place.	**Yes**
Plans for coordinating with law enforcement (e.g. to identify risk to transportation infrastructure from potential terrorist attack, identify security and survival vulnerabilities to evacuated population, identify protective countermeasures) are in place.	**Yes**
Plans to coordinate with public safety agencies in evacuating incarcerated populations are in place.	**Yes**

Evacuation plan(s) identifying evacuation routes and traffic flow and control measures are in place.	**Yes**
Evacuation routes are marked.	**Yes**
Plans identifying measures to ensure adequate services (e.g., gas, food, water, tow trucks, medical emergencies, etc.) along the evacuation route(s) are in place.	**Yes**
Non-traditional shelter are available to accommodate individuals and families following no-notice events	**Yes**
Plans to provide for leadership at evacuation staging points and/or at temporary evacuation shelters for up to 72 hours are in place.	**Yes**
Plans to coordinate with mass care agencies to provide required services at evacuation staging points and/or at temporary evacuation shelters for at least 72 hours are in place.	**Yes**
Arrangements with agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, security, and support of shelters are in place.	**Yes**
Plans to coordinate with medical care agencies to provide medical support, supervision, and symptom surveillance of evacuees during a prolonged evacuation (e.g., monitoring and caring for people with pre-existing medical conditions or disabilities and those who may become ill during the evacuation) are in place.	**Yes**
Plans to address decontamination of evacuees (e.g., coordination with HazMat) are in place).	**Yes**
An information tracking system is in place to support evacuation and shelter-in-place operations.	**Yes**
MOUs with jurisdictions to serve as host communities for evacuees during an incident have been developed.	**Yes**
Plans to address re-entry of the general population are in place.	**Yes**
Plans to address re-entry support for populations requiring assistance to return are in place.	**Yes**
Plans to coordinate with utility companies regarding safety instructions for returning homeowners are in place.	**Yes**
Staff of agencies to be involved in evacuations/sheltering, staffing of shelters, logistical supply, and support of shelters have been trained.	**Yes***
Pre-event exercises of the notification and activation of evacuation and shelter-in-place plans are conducted with citizen participation.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
III. Community Preparedness; Engagement & Education	
Membership in a local Citizen Corps Council, is available.	**Yes**
Citizen Corps Council includes representatives from government, emergency management officials, civic organizations, faith-based organizations, special needs advocacy groups, private sector, critical infrastructure, education, and neighborhood associations.	**Yes**
Strategic plans to engage residents and business interests in preparedness, training, drills/exercises, and volunteer support are in place.	**Yes**
Comprehensive Emergency Management Plan (CEMP) addresses citizen preparedness and participation, establishes support for emergency support functions (ESFs) and plans for use of non-governmental resources.	**Yes**
Exercises engage non-governmental entities, volunteers and the general public.	**Yes**
Plans include MOUs specific to non-governmental entities (e.g., personnel and resources).	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
III. Community Preparedness; Engagement & Education	
Processes for the development and distribution of informational materials are in place.	**Yes**
Processes for engaging the population through the use of social media are in place.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
IV. Intelligence/Information Sharing & Disseminations	
Appropriate local, regional, state and federal authorities have been identified as requisite participants in the information sharing process.	**Yes**
Appropriate local, regional, state and federal authorities have access to the necessary information sharing systems.	**Yes**
MOUs or similar agreements between appropriate entities are in place.	**Yes**
Regulatory, statutory, and/or privacy policies are in place.	**Yes**
Local, state and federal law enforcement agencies have a clearly defined, implemented, and audited process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	**Yes**
Clearly defined and documented mechanisms/processes (reduced to a single pipeline wherever possible and prudent) for sharing information/intelligence among federal, state, regional and local sources are in place.	**Yes**
Processes and mechanisms for sharing information/intelligence among federal, regional, state and local sources are technologically competent for the entities involved.	**Yes**
Alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies are available and routinely evaluated.	**Yes**
Mechanisms within the information sharing network to provide feedback and/or follow-up information as needed are in place.	**Yes**
Local agencies have an established procedure/protocol for providing intelligence products or relevant information to street-level law enforcement personnel.	**Yes**
Fusion Centers/processes ensure the participation of appropriate private sector entities.	**Yes**
Access to early detection/alert programs and networks and all-source information is available (e.g., Public Health Information Network, BioSense, Homeland Security Information Network, Information Sharing and Analysis Centers, etc.) as appropriate.	**Yes**
There are adequate numbers of trained personnel at all levels (especially at dispatch or communications centers) to process and disseminate information.	**Yes**
Personnel are aware of and trained to adhere to pre-defined security clearances and need to- know parameters.	**Yes**
Appropriate personnel are trained in processing and disseminating information and intelligence.	**Yes**
Personnel are trained in the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	**Yes**
Exercises test the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.	**Yes**
Training and exercise programs include interaction with the private sector operators of critical infrastructure.	**Yes**
Exercises test alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
V. Critical Infrastructure Protection (CIP)	
National Infrastructure Protection Plan and State Security Plans are in place.	**Yes**
City and/or regional CIP Plans are developed and in place.	**Yes**
Appropriate risk methodology (i.e. one that takes into account the threats, consequences, and vulnerabilities) has been developed and approved by the federal government for CI/KR protection.	**Yes**
Vulnerability assessment tool has been developed.	**Yes**
A mechanism for coordinating CIP efforts has been established for federal and city authorities (e.g. federal, regional, and local government coordinating council).	**Yes**
National CIP Research and Development Plan has been established.	**Yes**
CIP information-sharing mechanism has been established.	**Yes**
Sector security goals have been established for each sector in partnership with security partners.	**Yes**
Sector security goals support the goal of the National Infrastructure Protection Plan.	**Yes**
Sector security goals yield specific, measurable outcomes that allow security partners to allocate security resources and to track progress.	**Yes**
Vulnerability assessment training program is developed and implemented.	**Yes**
Risk assessment training program is developed and implemented.	**Yes**
System to "Red Team" CIP measures and technology is in place.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
VI. WMD Detection & Response: WMD/Hazmat Response and Decontamination	
WMD/HazMat response and decontamination plans are based on a formal assessment of risks and vulnerabilities.	**Yes**
Risk analysis is completed for potential HazMat vulnerabilities, including fixed facilities and transportation-related emergencies.	**Yes**
Local Emergency Planning Committee is functional.	**Yes**
Plans for pre-identified and equipped HazMat personnel to respond to HazMat incident and provide initial rapid HazMat incident size-up within 30 minutes from notification (< 2hrs if regional resource) are in place.	**Yes**
HazMat personnel are equipped and trained for weather prediction and hazard pluming.	**Yes**
Redundant HazMat response teams and equipment are available (or accessible through mutual aid agreements) to provide resiliency in the event of a large-scale incident.	**Yes**
WMD/HazMat plans address substance identification equipment (e.g. bases, vapors, liquids, solids, biologicals like white powder.	**Yes**
WMD/HazMat plans address personnel needs (e.g. work/rest cycles, medical, psychological, financial assistance, etc.).	**Yes**
WMD/HazMat plans address demobilization (e.g. debrief personnel, repackage equipment).	**Yes**
Jurisdiction's HazMat team(s) has current protocol to coordinate with EMS on victim care post-decontamination (identification of substance, administration of antidotes, etc.).	**Yes**

Jurisdiction's HazMat team(s) has current protocol to coordinate with law enforcement for evidence collection and crime scene control.	**Yes**
Emergency response and command vehicles and Incident Command Posts are equipped with Emergency Response Guidebook, National Institute for Occupational Safety and Health pocket guidebook, and discipline-related references relevant to the region.	**Yes**
Jurisdiction's HazMat team(s) trains regularly with EMS to ensure proper coordination of victim care post-decontamination (identification of substance, administration of antidotes, etc.).	**Yes**
Jurisdiction's HazMat team(s) trains regularly with law enforcement to ensure proper coordination for evidence collection and crime scene control.	**Yes**

PREPAREDNESS MEASURES	ACHIEVED
VI. WMD Detection and Response: CBRNE Detection	
Technological shortfalls in detection for each CBRNE agent have been identified.	**Yes**
A research and development program to address the detection technological shortfalls for each CBRNE agent is in place.	**Yes**
A program for the timely development of standards for emerging technology is in place.	**Yes**
A process to identify, acquire, and integrate appropriate technology in operational environments is in place.	**Yes**
Technical support for each CBRNE agent is available (on-site or through "reach back").	**Yes**
A standard list of threats of concern for each CBRNE agent is in place.	**Yes**
Appropriate levels of detection sensitivity for each CBRNE agent have been selected for the identified threats of concern.	**Yes**
Detection sensitivity thresholds for each CBRNE agent comply with appropriate international, national, State, and local standards.	**Yes**
A regional detection plan for each CBRNE agent has been developed and coordinated.	**Yes**
Protocols have been developed and incorporated in plans to communicate CBRNE detection activities, locations, anomalies and their resolution to appropriate personnel (e.g., intelligence, law enforcement, hazardous materials (HazMat), and public health personnel).	**Yes**
Protocols for notifying officials include agency specific call-down lists.	**Yes**
Appropriate procedures exist for CBRNE detection at critical infrastructure/key resources (CI/KR) for specific threat conditions.	**Yes**
Integrated detection architectures for each of the CBRNE agents exist.	**Yes**
Gaps in detection capability for each of the CBRNE agents are identified.	**Yes**
A process to acquire and allocate resources to fill CBRNE detection gaps is in place.	**Yes**
First responders and CI/KR personnel have received awareness-level training for each of the CBRNE agents.	**Yes**
Appropriate personnel have been identified for CBRNE detection training (e.g., law enforcement, transit police and security, fire department, hazardous materials (HazMat), public health, private sector security, and critical infrastructure personnel).	**Yes**
Training for detection operators, laboratory staff, and critical infrastructure personnel has been conducted.	**Yes**
A program to test and evaluate new CBRNE technology in the appropriate operational environment is in place.	**Yes**

Detection training materials have been developed and validated for each CBRNE agent.	**Yes**
Public education campaigns exist for CBRNE detection.	**Yes**
The CBRNE detection exercise program is in compliance with Homeland Security Exercise and Evaluation Program guidance.	**Yes**
A process for analyzing exercise results and incorporating lessons learned is in place.	**Yes**

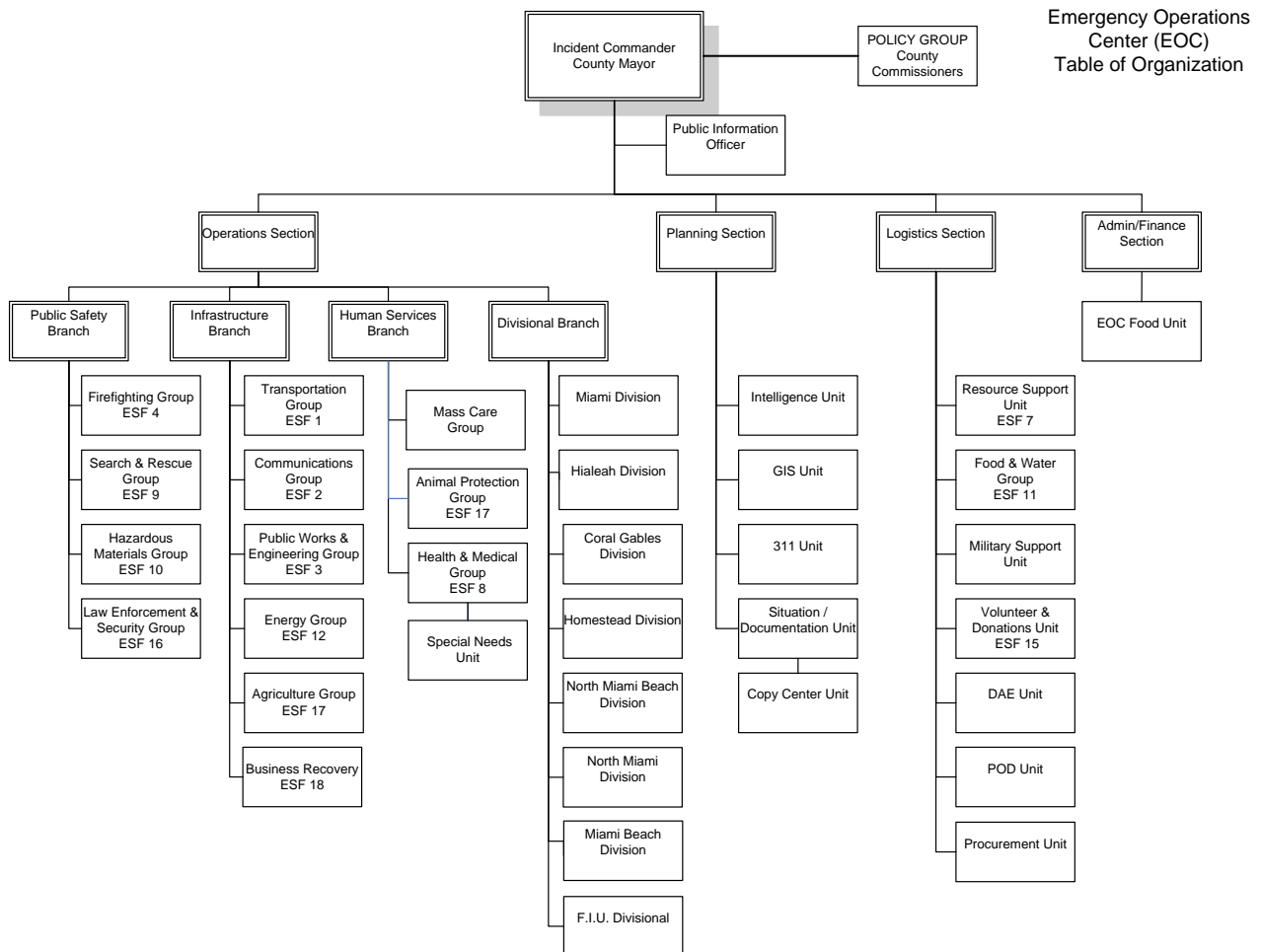| PREPAREDNESS MEASURES	ACHIEVED
VII. Planning	
County strategic plans include, but are not limited to, the national mission areas of prevent, protect against, respond to, and recover from man-made and natural disasters and acts of terrorism.	**Yes**
The strategic plan defines the vision, mission, goals, and objectives of the jurisdiction.	**Yes**
Strategic plan addresses protection against, response to, and recovery from natural and manmade disasters as well as acts of terrorism.	**Yes**
Planners are trained and equipped.	**Yes**
Frequency with which plans are reviewed and updated in accordance with federal, state, and local regulations and policies.	**Yes**
Improvement actions from AARs and lessons learned are implemented according to the scale of disaster(s) and/or through defined federal mandate for schedule for completion.	**Yes**
COOP plans describe how personnel, equipment, and other resources support sustained response/survivability and recovery for all sectors.	**Yes**
COG plans describe the continued functioning of constitutional government under all circumstances.	**Yes**
Emergency response plans are consistent with the National Response Framework (NRF) and NIMS.	**Yes**
Mutual aid assistance agreements are in place with contiguous jurisdictions.	**Yes**
Preparedness plans are consistent with NRF and NIMS.	**Yes**
Aid assistance agreements or contracts with private organizations are in place.	**Yes**
Pre-identified mechanisms to request assistance from regional or federal Government are in place.	**Yes**
Emergency response plans address substantial loss of public safety response capabilities during catastrophic events (to include special needs populations and people with disabilities).	**Yes**
Plans are exercised and/or evaluated according to Homeland Security Exercise and Evaluation Program requirements.	**Yes**
Record of deficiencies is generated from plan review process within consensual or mandated predetermined days for review.	**Yes**

APPENDIX B: ACRONYMS

ALF	Assisted Living Facility
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CDC	Center for Disease Control and Rehabilitation
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CIP	Critical Incident Protection
COG	Continuity of Government
COOP	Continuity of Operations Plan
C.O.R.E	Communities Organized to Respond in Emergencies
CRI	Cities Readiness Initiative
DAE	Disaster Assistance Employee
D.A.R.E	Drug Abuse Resistance Education
MDEM	Department of Emergency Management
DHS	Department of Homeland Security
DoJ	Department of Justice
EEAP	Emergency Evacuation Assistance Program
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
HEC	Hurricane Evacuation Centers
HSB	Miami-Dade Police Homeland Security Bureau
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IED	Improvised Explosive Device
IOC	Intelligence Operations Center
JIC	Joint Information Center
LMS	Local Mitigation Strategy
MMF	Medical Management Facility
MDCR	Miami-Dade County Corrections and Rehabilitation Department
MDFR	Miami-Dade Fire Rescue Department
MDPD	Miami-Dade County Police Department
NWS	National Weather Service
NSI	Nationwide Suspicious Activity Reporting Initiative
PIO	Public Information Officer
PPE	Personal Protective Equipment
RDSTF	Regional Domestic Security Task Force
REP	Radiological Emergency Preparedness
SEFFC	Southeast Florida Fusion Center
SHSGP	State Homeland Security Grant Program
SNEC	Special Needs Evacuation Center
TLO	Terrorism Liaison Officer
VOAD	Volunteer Organizations Active in Disaster
UASI	Urban Area Security Initiative
WMD	Weapons of Mass Destruction

APPENDIX C: 2011 GRANTS SUMMARY

2009 Grants Summary			
	Grant Name	**Grantee**	**2011**
Homeland Security Grants	Urban Area Security Initiative 09 – Miami	MDEM	$ 3,861,457
	Urban Area Security Initiative 09 – Fort Lauderdale	MDEM	$ 110,000
	Urban Area Security Initiative 10 – Fort Lauderdale	MDEM	$ 116,250
	State Homeland Security Grant 4, 7&11 FY11 EXP	MDEM	$ 113,000
	State Homeland Security Grant FY11	MDFR	$ 284,005
		Total:	$ 4,484,712
Infra-structure Protection	Metropolitan Medical Response System FY'09	MDEM	$ 317,419
		Total:	$ 317,419
Disaster Management	Emergency Management Preparedness Assistance Base FY'10	MDEM	$ 105,806
	Emergency Management Performance Grant FY'10	MDEM	$ 378,914
		Total:	$ 484,720
		Total:	$ 5,286,851

APPENDIX D: EOC TABLE OF ORGANIZATION

Emergency Operations Center (EOC) Table of Organization

Incident Commander County Mayor

POLICY GROUP County Commissioners

Public Information Officer

Operations Section | **Planning Section** | **Logistics Section** | **Admin/Finance Section**

Admin/Finance Section → EOC Food Unit

Operations Section branches:

- **Public Safety Branch**
  - Firefighting Group ESF 4
  - Search & Rescue Group ESF 9
  - Hazardous Materials Group ESF 10
  - Law Enforcement & Security Group ESF 16

- **Infrastructure Branch**
  - Transportation Group ESF 1
  - Communications Group ESF 2
  - Public Works & Engineering Group ESF 3
  - Energy Group ESF 12
  - Agriculture Group ESF 17
  - Business Recovery ESF 18

- **Human Services Branch**
  - Mass Care Group
  - Animal Protection Group ESF 17
  - Health & Medical Group ESF 8
  - Special Needs Unit

- **Divisional Branch**
  - Miami Division
  - Hialeah Division
  - Coral Gables Division
  - Homestead Division
  - North Miami Beach Division
  - North Miami Division
  - Miami Beach Division
  - F.I.U. Divisional

Planning Section:
- Intelligence Unit
- GIS Unit
- 311 Unit
- Situation / Documentation Unit
- Copy Center Unit

Logistics Section:
- Resource Support Unit ESF 7
- Food & Water Group ESF 11
- Military Support Unit
- Volunteer & Donations Unit ESF 15
- DAE Unit
- POD Unit
- Procurement Unit

2011 – 2012

Miami-Dade County Emergency Preparedness Report